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THE INFLUENCE OF MOTIVATION, TRAINING, AND FEEDBACK ON
EMPLOYEE PERFORMANCE AMONG SUPPORT GROUP OF
MINISTRY OF WORKS IN KUALA LUMPUR

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ABSTRACT

This study aims to identify the influence of motivation, training and feedback on employee performance among members of the Executive Group in the Ministry of Works, Kuala Lumpur, Malaysia. This study used quantitative research methods by using questionnaires to collect the data. The sample using probability sampling method collected from a total of 217 members of the Support Group of grades 1-36. Data were analyzed using the Statistical Package for Social Sciences (SPSS) version 25.0. Different statistical research instrument used to test the reliability, descriptive analysis of the variables, correlation and regression analysis. The findings show the variable of feedback has the most dominant influence on employee performance ($\beta = 0.364$; $t\text{-value} = 4.456$), while the variables of motivation was the lowest effect on employee performance ($\beta = 0.195$; $t\text{-value} = 2.854$). However, all the variables have a positive correlation to employee performance.

Keywords: Motivation, Training, Feedback, Employee Performance, Public Sector.



ABSTRAK

Kajian ini mensasarkan untuk mengenalpasti pengaruh motivasi, latihan dan maklum balas terhadap prestasi pekerja di kalangan Anggota Kumpulan Pelaksana di Kementerian Kerja Raya, Kuala Lumpur, Malaysia. Kajian ini menggunakan kaedah penyelidikan kuantitatif dengan menggunakan borang soal selidik bagi mengumpul data. Sampel kajian menggunakan kaedah persampelan kebarangkalian yang dikutip daripada seramai 217 Anggota Kumpulan Pelaksana daripada gred 1-36. Data yang dikumpul dianalisis dengan menggunakan aplikasi Pakej Statistik untuk Sains Sosial (SPSS) versi 25.0. Instrumen penyelidikan statistik yang berbeza digunakan untuk menguji kebolehppercayaan, deskriptif analisis pemboleh ubah, analisis korelasi dan analisis regresi berganda. Dapatan menunjukkan pemboleh ubah maklum balas mempunyai pengaruh yang paling dominan terhadap prestasi pekerja ($\beta = 0.364$; $t\text{-value} = 4.456$), manakala pemboleh ubah motivasi merupakan pengaruh terendah terhadap prestasi pekerja ($\beta = 0.195$; $t\text{-value} = 2.854$). Walau bagaimanapun, kesemua pemboleh ubah mempunyai hubungan yang positif terhadap prestasi pekerja.

Kata kunci: motivasi, latihan, maklum balas, prestasi pekerja, sektor awam.



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LIST OF ABBREVIATIONS

MOW	- Ministry of Works
MPC	- Malaysia Productivity Corporation
GCR	- Global Competitiveness Report
PCB	- Public Complaints Bureau
POB	- Positive Organizational Behavior
PSD	- Public Service Department
PSPSM	- Human Resource Management Strategic Plan



CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter of this study discusses on background of the study, problem statement, research question, research objective, significance of the study, definition of key terms of this study and organization of this study.

1.2 Background of the study

A central concern of an organization is its employee performance. Since the rapid pace of today's globalization, competitiveness becomes a major role to succeed in the organization. To compete, an organization depends on its organizational performance (Almatrooshi, 2016; Randree & Al Youha, 2009) and organizational performance depends on its employee (Almatrooshi, 2016). With a high-performance work system in the organization will result in positive performance outcome (Karadas & Karatepe, 2018; Karatepe, 2013; Karatepe & Avci, 2017; Kloutsiniotis & Mihail, 2017). As an asset to the organization, an employee plays a crucial role in effectiveness and organization's efficiency (Inuwa, 2016), playing the role of organizational growth, profit, and facilitate the daily activities and operation (Inuwa, 2016; Muda et al. 2014).

As globalization takes place, major Government's constraint is the ability to act independently – whereby there were disputes over to sustain ineffective policies or to carry through large-scale suppression, the implementation of social policies and reassign

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APPENDICES

Appendix 1: Questionnaire



QUESTIONNAIRE

Dear Sir/Madam,

It is great pleasure to inform you that I currently conducting a research project entitled “The Influence of Motivation, Training, and Feedback on Employee Performance Among Support Group of Ministry of Works In Kuala Lumpur”, particularly for the grade 1 to 36. This research is the fulfillment of the requirement for Master of Human Resource Management, Universiti Utara Malaysia. Therefore, I would appreciate if you could spare 15 minutes of your valuable time to complete the questionnaire. All information will be kept strictly confidential and will be used for academic purposes.

Your response will be greatly appreciated. Please do not hesitate to contact me, if you have any queries about this research. Your cooperation and support in completing this survey are highly appreciated.
Thank you.

Tuan/Puan,

Dengan sukacitanya dimaklumkan bahawa saya sedang menjalankan penyelidikan bertajuk “Pengaruh Motivasi, Latihan, dan Maklumbalas Terhadap Prestasi Pekerja di Kalangan Anggota Kumpulan Pelaksana di Kementerian Kerja Raya di Kuala Lumpur”, khusus untuk gred 1-36. Kajian ini merupakan prasyarat untuk Ijazah Sarjana dalam Pengurusan Sumber Manusia, Universiti Utara Malaysia. Sehubungan itu, saya sangat menghargai sekiranya tuan/puan dapat meluangkan masa sekitar 15 minit untuk melengkapkan soal selidik ini. Semua maklumat yang diberikan akan dirahsiakan dan hanya akan digunakan bagi tujuan kajian akademik sahaja.

*Kerjasama tuan/puan dalam perkara ini sangat dihargai. Tuan/puan boleh menghubungi saya sekiranya terdapat sebarang persoalan berkaitan soal selidik ini. Kerjasama dan sokongan tuan/puan dalam melengkapkan soal selidik ini sangat dihargai.
Terima kasih.*

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SECTION A: DEMOGRAPHIC**Seksyen A: Demografi**

Please answer all question by **making tick (/)** the appropriate answer that fit you.

Sila jawab semua soalan dengan **menanda palang (/)** pada jawapan yang paling berkaitan.

1.1 Gender/Jantina:

Male/Lelaki	Female/Perempuan

1.2 Age/Umur:

Below 20 years old/ 20 tahun dan ke bawah	21-30 years old/ 21-30 tahun	31-40 years old/ 31-40 tahun	41-50 years old/ 41-50 tahun	Above 51 years old/ 51 tahun dan ke atas

1.3 Grade of service/Gred perkhidmatan:

Support Group 1/ Kumpulan Sokongan 1 (1-36)	Support Group 2/ Kumpulan Sokongan 2 (1-16)

1.4 Length of service (since the appointment)/Tempoh perkhidmatan dalam kerajaan(semenjak lantikan):

Less than 3 years/Kurang daripada 3 tahun	3-10 years/ 3-10 tahun	11-20 years/ 11-20 tahun	20-30 years/ 20-30 tahun	More than 30 years/ Melebihi 30 tahun

1.5 Length of service in the current division/ Tempoh perkhidmatan di Bahagian/ Unit sekarang:

Less than 1 year/ Kurang dari 1 tahun	1-3 years/ 1-3 tahun	4-7 years/ 4-7 tahun	More than 7 years/Melebihi 7 tahun

SECTION B
Seksyen B

Please answer all questions by **circling** the appropriate answer based on the following scale:

*Sila jawab semua soalan dengan **membulatkan** jawapan yang paling sesuai berpandukan skala di bawah:*

1	2	3	4	5
Strongly disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Neutral <i>Berkecuali</i>	Agree <i>Setuju</i>	Strongly agree <i>Sangat bersetuju</i>

Motivation <i>Motivasi</i>						
B1	The job requires me to use a number of complex or high-level skills. <i>Pekerjaan ini memerlukan saya untuk menggunakan beberapa kemahiran kompleks atau kemahiran tinggi.</i>	1	2	3	4	5
B2	The job requires me to do many different things at work, using a number of different skills and talents. <i>Pekerjaan ini memerlukan saya untuk melakukan banyak perkara yang berbeza di tempat kerja dengan menggunakan kemahiran dan bakat yang berbeza-beza.</i>	1	2	3	4	5
B3	The job provides me the chance to completely finish the pieces of work I begin. <i>Pekerjaan ini memberikan saya peluang untuk menyelesaikan sepenuhnya tugas yang dimulakan oleh saya.</i>	1	2	3	4	5
B4	The job is arranged so that I can do an entire piece of work from beginning to end. <i>Pekerjaan ini disusun atur terlebih dahulu dari mula hingga akhir supaya saya boleh melaksanakan keseluruhan tugas.</i>	1	2	3	4	5
B5	The outcome of my work can significantly affect the work, lives, or well-being of other people. <i>Hasil kerja saya boleh memberi kesan ketara terhadap kerja, kehidupan, atau kesejahteraan orang lain.</i>	1	2	3	4	5
B6	The job is one where a lot of other people can be	1	2	3	4	5

Motivation Motivasi						
	affected by how well the work gets done. <i>Pekerjaan yang dilakukan ini memberi kesan kepada ramai orang bergantung kepada bagaimana kerja ini dilaksanakan.</i>					
B7	The job itself is very significant in the broader scheme of things. <i>Dalam erti kata yang luas, pekerjaan ini sangat penting.</i>	1	2	3	4	5
B8	The job gives me considerable opportunity for independence in how I do the work. <i>Pekerjaan ini memberikan saya banyak peluang untuk kebebasan melaksanakan tugas tersebut.</i>	1	2	3	4	5
B9	The job gives me a chance to use my personal initiative and judgment in carrying out the work. <i>Pekerjaan ini memberikan saya peluang untuk menggunakan inisiatif dan pertimbangan sendiri dalam melaksanakan tugas.</i>	1	2	3	4	5
B10	Just doing the work required by the job provides many chances for me to figure out how well I am doing. <i>Dengan melaksanakan tugas, ia memberikan banyak peluang kepada saya untuk mengetahui sebaik mana saya melaksanakan tugas ini.</i>	1	2	3	4	5
B11	After I finish a job, I know whether I performed well. <i>Selepas melaksanakan sesuatu tugas, saya tahu saya telah melakukannya dengan baik.</i>	1	2	3	4	5

Training Latihan						
B12	On-the-job training is an effective tool for learning new skills. <i>Latihan sambil bekerja merupakan cara yang berkesan untuk mempelajari kemahiran baru.</i>	1	2	3	4	5
B13	Developmental training should include effective communications, team building, and coaching. <i>Latihan berbentuk pembangunan diri perlulah merangkumi komunikasi yang berkesan, pembinaan pasukan, dan kejurulatihan.</i>	1	2	3	4	5
B14	Development training should be afforded to all levels and positions.	1	2	3	4	5

Training Latihan						
	<i>Latihan pembangunan diri hendaklah diberikan kepada semua peringkat dan jawatan.</i>					
B15	Training and development is important for job growth. <i>Latihan dan pembangunan diri adalah penting bagi pembangunan kerjaya.</i>	1	2	3	4	5
B16	Training and development is important for potential advancement. <i>Latihan dan pembangunan diri adalah penting untuk peningkatan potensi.</i>	1	2	3	4	5
B17	I receive updated training which is required for my position. <i>Saya menerima latihan terkini yang diperlukan untuk jawatan saya.</i>	1	2	3	4	5
B18	The current training offered is not adequate for my professional needs. <i>Latihan semasa yang ditawarkan tidak mencukupi untuk keperluan profesional saya.</i>	1	2	3	4	5
B19	My supervisor conducts effective coaching sessions with me. <i>Penyelia saya menjalankan sesi bimbingan khusus yang berkesan bersama saya.</i>	1	2	3	4	5
B20	My coaching sessions are meaningful and motivational. <i>Sesi bimbingan khusus saya adalah sangat bermakna dan sangat bermotivasi.</i>	1	2	3	4	5
B21	I feel valued at my job. <i>Saya berasa dihargai dalam pekerjaan saya.</i>	1	2	3	4	5
B22	I feel that I am part of the team. <i>Saya merasakan bahawa saya adalah sebahagian daripada pasukan kerja ini.</i>	1	2	3	4	5
B23	My supervisor solicits my input on issues and opportunities. <i>Penyelia saya meminta penglibatan saya dalam apa-apa isu dan juga peluang.</i>	1	2	3	4	5

Feedback on employee performance Maklumbalas terhadap prestasi kakitangan						
B24	Feedback contributes to my success at work. <i>Maklum balas menyumbang kepada kejayaan saya</i>	1	2	3	4	5

Feedback on employee performance Maklumbalas terhadap prestasi kakitangan						
	<i>di tempat kerja.</i>					
B25	Feedback is critical for improving my performance. <i>Maklum balas adalah sangat penting untuk memperbaiki prestasi saya.</i>	1	2	3	4	5
B26	It is my responsibility to apply feedback received to improve my performance. <i>Sudah menjadi tanggungjawab saya untuk mengaplikasikan maklum balas prestasi yang diterima dalam memperbaiki prestasi saya.</i>	1	2	3	4	5
B27	I feel obligated to make changes based on feedback. <i>Saya rasa ia satu kewajipan untuk saya membuat perubahan berdasarkan maklum balas yang diterima.</i>	1	2	3	4	5
B28	I try to be aware of what other people think of me. <i>Saya cuba untuk menyedari apa yang orang lain fikirkan tentang saya.</i>	1	2	3	4	5
B29	Feedback lets me know how I am perceived by others. <i>Maklum balas membolehkan saya tahu bagaimana saya dilihat oleh orang lain.</i>	1	2	3	4	5
B30	I feel confident when responding to both positive and negative feedback. <i>Saya berasa yakin apabila bertindak balas terhadap maklum balas positif dan juga negatif.</i>	1	2	3	4	5
B31	I know that I can handle the feedback that I receive. <i>Saya tahu bahawa saya boleh mengendalikan maklum balas yang diterima.</i>	1	2	3	4	5

Employee Performance Prestasi Pekerja						
B32	I understand the criteria of performance review of my organization. <i>Saya memahami kriteria penilaian prestasi di organisasi ini.</i>	1	2	3	4	5
B33	I understand the job's SOP (standard operational procedures). <i>Saya memahami SOP (prosedur operasi standard) berkaitan kerja.</i>	1	2	3	4	5
B34	I maintain good attendance records in this	1	2	3	4	5

Employee Performance <i>Prestasi Pekerja</i>						
	organization. <i>Saya mengekalkan rekod kehadiran yang baik di organisasi ini.</i>					
B35	I take a proactive approach to resolving work issues. <i>Saya mengambil pendekatan yang proaktif dalam menyelesaikan isu berkaitan kerja.</i>	1	2	3	4	5
B36	I often expect to be assigned to a challenging job. <i>Saya sering mengharapkan untuk diberikan tugas yang lebih mencabar.</i>	1	2	3	4	5
B37	I can complete assigned tasks quickly and efficiently. <i>Saya boleh menyiapkan tugas yang diberikan dengan cepat dan cekap.</i>	1	2	3	4	5



Appendix 2: Correlation

Descriptive Statistics			
	Mean	Std. Deviation	N
meanMTV	4.0138	.41351	158
meanTRN	4.0069	.48899	158
meanFDB	4.0989	.45236	158
meanEP	4.1392	.48028	158

Correlations					
		meanMTV	meanTRN	meanFDB	meanEP
meanMTV	Pearson Correlation	1	.662**	.669**	.654**
	Sig. (2-tailed)		.000	.000	.000
	N	158	158	158	158
meanTRN	Pearson Correlation	.662**	1	.779**	.738**
	Sig. (2-tailed)	.000		.000	.000
	N	158	158	158	158
meanFDB	Pearson Correlation	.669**	.779**	1	.748**
	Sig. (2-tailed)	.000	.000		.000
	N	158	158	158	158
meanEP	Pearson Correlation	.654**	.738**	.748**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	158	158	158	158

** . Correlation is significant at the 0.01 level (2-tailed).

Appendix 3: Multiple Regression

Descriptive Statistics			
	Mean	Std. Deviation	N
meanEP	4.1392	.48028	158
meanMTV	4.0138	.41351	158
meanTRN	4.0069	.48899	158
meanFDB	4.0989	.45236	158

Correlations					
		meanEP	meanMTV	meanTRN	meanFDB
Pearson Correlation	meanEP	1.000	.654	.738	.748
	meanMTV	.654	1.000	.662	.669
	meanTRN	.738	.662	1.000	.779
	meanFDB	.748	.669	.779	1.000
Sig. (1-tailed)	meanEP	.	.000	.000	.000
	meanMTV	.000	.	.000	.000
	meanTRN	.000	.000	.	.000
	meanFDB	.000	.000	.000	.
N	meanEP	158	158	158	158
	meanMTV	158	158	158	158
	meanTRN	158	158	158	158
	meanFDB	158	158	158	158

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800 ^a	.640	.633	.29094

a. Predictors: (Constant), meanFDB, meanMTV, meanTRN

b. Dependent Variable: meanEP

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.179	3	7.726	91.279	.000 ^b
	Residual	13.035	154	.085		
	Total	36.214	157			

a. Dependent Variable: meanEP

b. Predictors: (Constant), meanFDB, meanMTV, meanTRN

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.366	.241		1.520	.130
	meanMTV	.226	.079	.195	2.854	.005
	meanTRN	.321	.079	.326	4.035	.000
	meanFDB	.386	.087	.364	4.456	.000

a. Dependent Variable: meanEP

